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PLANNING FOR SOCIALIST RECONSTRUCTION IN THE GDR RAILROAD

SYSTEM UP TO 1975

- Germany -

Lindner

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PLANNING FOR SOCIALIST RECONSTRUCTION IN THE GDR RAILROAD
SYSTEM UP TO 1975

Following is a translation of an article entitled "Concerning the Complex Planning of the Socialist Reconstruction in the GDR Railroad System" by Graduate Economist Lindner, Ministry of Transportation, Berlin, in Deutsche Eisenbahntechnik (German Railroad Technology), Vol. VIII, No. 4, Berlin April 1960, pages 137-144.⁷

Comrade Erich Apel stated at the Fifth Plenum of the SED (German Socialist Unity Party) Central Committee: "Preparation and implementation of socialist reconstruction requires that we are capable of taking into account the universal mutual effects of all political, economic, and technical phenomena and relationships, i.e. we must try to recognize the dialectical connections in our work and to act accordingly." Complex planning is the decisive method for applying this recognition to the planning of socialist reconstruction in the railroad system. (Concerning nature, content, and importance of complex planning, please see the periodical Die Wirtschaft (The Economy), No 7, 11 February 1959, page 7 and No 39 of 23 September 1959, page 5.)

Because of the causal interrelations inherent in the transportation process, it requires in each of its phases, from the starting operation (loading) to the final operation (preparing for new loading), planning and execution of work of highest complexity (complexity is used in the sense of: "Taking into account all objectively existing economic, technical, and political connections in the planning of a project, object, area, branch of the economy, etc.") to achieve smooth coordination of this assembly line.

Complex planning is an important prerequisite for the modern socialist transportation system to be developed, a system which is to be efficiently managed, well coordinated, capable of reacting to emergencies?⁷, and rationally functioning. In this connection, the railroad plays a very important part.

The complex socialist work team formed by the railroad workers and the working people of the chemical enterprises in Bitterfeld very succinctly expresses the necessity and the content of complex planning and implementation of railroad transportation work. This complex socialist work team systematically analyzes and solves the complex problems of intra-plant and interplant transportation and fulfills tasks such as the following:

- a) Research on and coordination of the cooperation relations among the plants and of the freight flow on the main traffic arteries;
- b) Preparation of joint reconstruction measures for the installations, facilities, and equipment for the factory railroads and for the railroad offices connected therewith, thus opening up all opportunities of joint utilization

of material reserves available on both sides for a maximum gain of time;

- c) Determining of the most efficient technology in loading and unloading;
- d) Preparation of measures designed to safeguard a well-functioning commuter traffic;
- e) Setting up of qualification plans according to which the chemical workers and the railroad workers train one another in their enterprises and training facilities. The chemical worker is trained by the railroad worker and the railroad worker acquires knowledge on chemistry.

In the committee meeting of the Ministry of Transportation on 25 November 1959 in the RAW (railroad repair yard) Magdeburg, Brigade Leader Buden of the Magdeburg Industrial Port pointed out the bad cooperation among the VEB (people-owned enterprise) Binnenreederei (Inland Waterways Shipping), the VEB "Mittelelbe" Inland Waterways Ports, and the German Reichsbahn Railroad). His statements indicated that no well organized complex cooperation exists between the transportation enterprises. However, the junctures of transportation are particularly important for profitable transportation.

It is probable that very definite agreed upon forms of cooperation must be developed in such key transportation centers among the Reichsbahn directorate, the ports, the shipping company, the Bezirk directorate for truck traffic, the VVBs (associations of people-owned enterprises), the central and local enterprises, and the local organs of the state apparatus. After coming to this conclusion, the following questions would, for example, have to be settled in Magdeburg:

- a) The cooperation and transshipping relations between transportation and the economy;
- b) Cooperation between German Reichsbahn and shipping as well as between shipping company and ports to make better use of the available capacities;
- c) Harmonizing of the loading and unloading installations of central, local and plant ports.

Complex territorial seven-year plans were adopted and are being adopted by the chambers of deputies of the Bezirke and Kreise in accordance with the principles of complex planning as a firm component of the socialist planning of the economy.

This development has also brought about that the Minister of Transportation, in transmitting the plan, has set a transportation task for each president [presumably of a Reichsbahn directorate] which corresponds to the character of the Bezirk in question and contributes to the solution [of problems] of the entire economy in this area and thus promotes the development of transportation as a whole.

The cited examples make it clear that the complex planning and implementation of transportation can be put into practice if:

- 1-- Politics, economics, and technology are firmly united;
- 2-- Constant research is carried on to determine the transportation needs of industry and agriculture, trade and the people, and an accurate determination is made to ascertain the transportation requirements of the workers to the enterprises and to their homes;
- 3-- The service branches of the railroad and its organizational sub-

divisions, in accordance with the principal task of the uniform transportation enterprise German Reichsbahn, carry out the economically necessary change of location and cooperate organically, free from departmental service egotism;

4-- There are firm relations with the other modes of transportation and a healthy or profitable division of labor with them;

5-- There are at every level correct cooperative relations with the various branches of the economy and individual enterprises as well as facilities;

6-- Close cooperation is practiced between the railroad and the appropriate organs of the state apparatus and the chambers of deputies;

7-- All measures are implemented jointly with the railroad workers and their class organizations;

8-- The principles of socialist management are applied;

9-- Planning, management, implementation, accounting and control are expressed as one unit in the work of each railroad worker;

10-- There is a firm link between the state tasks (economic plan), operational planning and management (operative work) and the technological bases (timetable, railroad car circulation plans (Wagenuebergangsplaene), railroad station service plans, etc.);

11-- The findings of standardization are applied to the construction of new, or the maintenance of available, vehicles and installations. Especially in the case of all new developments, the use of standards and types must be enforced to accelerate the rate of the increase of labor productivity and of the lowering of production costs. In this connection, the world level of technology is to be used as a basis.

The complex territorial (horizontal) planning as well as the central (vertical) planning, management and execution of railroad transportation must be constantly considered in its variety and complexity in the planning and implementation of socialist reconstruction.

That is a difficult task for the technician, the economist, the railroad worker active in operations or endeavoring to solve basic questions, as well as for the scientist. The key to its solution is available in socialist team work.

1. Development of the Types of Traction

The change-over in the types of traction of the German Reichsbahn is a further example of the complex planning and implementation of socialist reconstruction. The types of traction are to develop as follows (in percent):

	1961	1963	1965
Steam power	91	86	74
Electric power	8	10	13
Diesel power	1	4	13

The first question to be settled in changing types of traction was: where to electrify and where to use diesels and where will steam power continue to be used until further notice. The following principle has developed among us: to convert to diesels in the northern part of East Germany and to electrify in the south. What was decisive was the transportation need on the one hand

and the type of traction on the other hand. Our entire industry is concentrated in the south of East Germany. As far as railroads are concerned, this fact is reflected in the development of a dense network of lines with a high degree of use in the Bezirke Magdeburg, Halle, Leipzig, Erfurt, Dresden, and Cottbus. In the north however, relatively few lines have become transportation lines, especially to and from our ports.

The bases for the production of power required for electric operation together with the coal deposits are in East Germany's south. The construction of the Schwedt Petroleum Combine forms the basis for the supply with diesel fuel. Here, too, the complexity of socialist reconstruction manifests itself; for the German Reichsbahn's demand for power and fuel must be balanced and planned with the economy to guarantee smooth supply of the Reichsbahn.

How does the introduction of new types of traction take place and what are the complex problems arising from this fact?

In using electric locomotives the following points should be taken into account:

- 1-- Use for longer distances;
- 2-- Negligible technical assembling and dismantling work;
- 3-- Few repairs;
- 4-- Necessary technical outfitting in the Bw's (operations plants).

The determination of the lines must take place in close cooperation between the Main Administration for Locomotive Maintenance and the Main Administration for Operations and Traffic. This determination requires familiarity with freight flow and its long-range development. In improving the lines it must be taken into account that the main trunk lines are to be used later on for a speed of 160 kilometers per hour. Consequently, the new lines in question must be built according to the regulations applying to such lines. The same rules apply to the renewal of the superstructure on those lines.

The technical intelligentsia and the working people are also included in the complex of questions connected with the change in the types of traction. It depends on their work whether or not the modern tractive forces and installations will be available on time. There are further problems for the locomotive service of the German Reichsbahn itself. For the electric service, Bw's are needed which have special equipment at their disposal. The factors determining the use of electric locomotives entail that the number of Bw's necessary is smaller than in the case of steam operation. According to present findings, the Bw's for electric operations are subdivided into maintenance Bw's (U-Bw), emergency (Einsatz) Bw's (E-Bw), and emergency offices (E-Stellen).

The maintenance Bw's constitute the cornerstone of the entire electric operation. For this purpose, only a few large Bw's with appropriate operational radii, which possess favorable plant and working conditions, are under consideration. According to present thinking, three U-Bw's, seven E-Bw's and two E-Stellen are planned.

The complex of the change of the types of traction also includes many other important problems. The solution of the social problems, such as quarters, sanitary facilities, dwellings, kindergartens, etc. and particularly the training of the skilled workers for maintenance work on electric locomotives are a few problems in this field.

Similar problems arise for diesel operation. For example, new locomotive service installations are needed. The coal stacks and coaling installations must be replaced by fueling stations and oil depots. In locating the Bw's, the radii of action of the individual types of diesel locomotives must be taken into account.

Since a large percentage of steam locomotives will remain in service until 1965, there arises the problem of proper coupling between, electric, diesel and steam operation. This problem arises primarily in the Bw's which service various types of traction. In this connection it must be considered that only the absolutely necessary investments are planned for steam operation. Further problems arise for the safety and telecommunication systems. The possibilities for shorter headway between trains in electric and diesel operation make improvement of the safety and telecommunications systems imperative so that the required operating safety not only will be maintained but even raised. In this respect, too, new tasks arise for our intelligentsia and our industry. The utilization of industrial television and of linear train control are only a few examples to illustrate this assertion.

2-- Complex Planning of Oil Transportation

In the present economy, the chemical industry forms the core for a rapid and successful development of the entire economy. Sizable demands for transportation space and transportation capacities, which must be covered mostly by the railroad, follow from the very strong development of the chemical industry during the Seven-Year Plan and from its reconstruction.

A good example of the complicated interrelationships and of the extent of the complexity of socialist reconstruction measures is the safeguarding of rising oil imports and of transportation for the combined utilities (Verbundwirtschaft) as well as of finished products in the years 1962 and 1963 at the lowest possible expenditures in money, material, and manpower. This applies particularly with regard to the start of production at the Schwedt/Oder Petrochemical Combine.

The starting point is the extent and the location of the sources of oil and oil products to cover the demand of the East German economy. Once this has been ascertained, the following question must be answered: How are the shipments distributed to the individual modes of transportation and which international relationships are possible.

According to the present status, the following transportation relations are involved (Illustration 1):

1-- (Starting in 1964) oil line between the Soviet Union and East Germany or Czechoslovakia.

2-- Railroad

- 2.1 from Austria;
- 2.2 from the USSR via the Polish People's Republic;
- 2.3 from the USSR via Bratislava;
- 2.4 from Hungary and Rumania.

3-- Sea transportation Soviet Union - East Germany, Albania - East Germany.

In accordance with these transport (requirements), various balance sheets must be prepared and certain definite proportions must be established. For the tank car requirements of the CEMA countries as a whole as well as for the tank car demand of East Germany, tank car requirement balance sheets must be worked out.

These balance sheets provide information on necessary availability (Beistellungen) of tank cars⁷, new tank car construction, renting of tank cars, etc. According to the tank car balance sheet, there will be a shortage of tank cars for the German Reichsbahn for the years 1960-1963; however, in the years 1964 and 1965 there will be an excess of tank cars.

The gap must be closed by renting tankcars abroad. The oil imports by sea impose the task on the railroad to create the necessary capacities on the lines over which the oil must be hauled.

The link and the high continuity to be achieved between arrival of tankers, transshipping, tankcar supply to the ports, hauling away of the oil from the ports, transloading in the processing plants, storage tank capacities in the ports and in the processing plants, turnaround of the tankcars as a whole, capacity (Durchlassfaehigkeit) of the lines, capacity and equipment of the siding tracks, etc. place highest demands on the technical, technological, organizational and economic reconstruction measures necessary for them.

In general, the appropriate border crossing points and lines have been agreed upon in CEMA between the socialist countries. Exact freight flow for these types of goods in East Germany is, however, dependent on the proper distribution of the entire quantity of oil and on subdividing it by types to the various kinds of transportation. These determinations in turn form the basis for the required investment measures to assure sufficient capacity (Durchlassfaehigkeit) for the safeguarding of oil transports.

Thus the chain is forged link by link which results from the transportation of only one kind of goods. Each individual fact must be thought out in its context, in its effect, to implement the socialist reconstruction with the highest economic benefit possible.

3-- Development of the Railroad Trunk Lines

The constantly increasing transportation achievements of the German Reichsbahn place constantly growing demands on its facilities. In connection with the preparation of the Seven-Year Plan, a long-range plan of the measures and work to be done in the field of railroad installations was developed. The available achievement report of the Main Administration for Railroad Installations on socialist reconstruction provides appropriate information in this respect. Work in this field of railroading has been made more difficult because even today there is a disproportion between the condition of our installations, their technical level, and the transportation demands which have developed since 1945. To eliminate this disproportion according to the present world level in technical respect, immense financial means and materials would be required. The first road of reconstruction, new equipment, therefore cannot be taken in this connection. The available economic means and efforts must be concentrated on the most important trunk lines and other important installations according to the transportation needs of domestic traffic and according to international transportation demands. With the reconstruction program of the Main Administration for Railroad Installations, which has been submitted, a decisive step was taken in this direction. Valuable findings have resulted from the preparation of this long-range plan on how the reconstruction of the railroad installations can be further improved.

This is a characteristic of the Seven-Year Plan altogether. In the

process of preparing a long-range plan, previously not discernible problems are placed in the center of the considerations and thus a process of understanding takes place which from month to month has led to wider perspectives, clearer concepts and more exact determinations. This development has produced the recognition that the available financial and material means must be concentrated on reconstructing the network of railroad traffic according to three basic principles and on raising its efficiency.

The first principle holds that a system of railroad trunk lines must be fixed whose efficiency must be raised to and maintained at an optimal level.

Connected with the above, the second principle must be implemented which states that operational safety must under all circumstances be maintained for the remaining network.

The third basic principle, whose purpose it is especially to solve the problem of maintaining the operational safety in the remaining part of the network, is the enforcement of systematic track maintenance.

Starting with these three principles, the following six lines form a system of main trunk lines.

These railroad trunk lines are (Illustration 2):

- 1-- Berlin (Outer) Ring;
- 2-- Berlin-- Wittenberg--Halle--Weissenfels--Erfurt--Gotha--Eisenach
(including Bitterfeld--Leipzig--Grosskorbetha);
- 3-- Berlin--Werder--Brandenburg--Magdeburg--Marienborn;
- 4-- Berlin--Fuerstenwalde--Frankfurt/Oder;
- 5-- Berlin--Elsterwerda--Dresden--Pirna--Bad Schandau;
- 6-- Berlin--Neustrelitz--Neubrandenburg--Stralsund (including Neustrelits--Lalendorf--Kavelsdorf--Rostock--Warnemuende).

For the complex planning of the reconstruction of these railroad trunk lines extensive work is still to be done. For example, line profiles (Streckenspiegel) must be set up which furnish exact information on all characteristics of the individual line sectors, which show the existing bottlenecks, the necessary work to be performed, the superstructure data, the superstructure form, and when and what kind of superstructure work was performed. Once this analysis of the railroad trunk lines has taken place, then the concrete measures and target dates must be set how the work is to be carried out and the entire work must be placed under an exact control check. In a deliberation in the Ministry of Transportation a term borrowed from medicine was rightly used: that in the course of these reconstruction measures preventive maintenance of these lines must be instituted.

Development, use, and maintenance of our large aggregates for the superstructure work required as a result of these tasks is likewise an important complex in the implementation of these reconstruction tasks.

The technology of the entire superstructure work must be worked out anew according to the development tendencies of the superstructure measures. Probably after an appropriate analysis has been prepared, one must proceed to concentrate the available manpower in two groups. One group will have to obtain the qualifications for renewing the installations and will have to be used for that purpose and the other manpower group will have to be trained and used for constant track maintenance.

With the solution of the construction questions, by far not all questions have been taken up to reach the goal set for these lines in the interest of our economy. These railroad trunklines will be put into the required condition only if there is truly complex planning of all measures and if their execution is systematically organized and carried out. Questions such as the following are to be solved: turnaround time for locomotives, use and care of a modern railroad car park, putting into effect a high travel culture, application of the latest safety and telecommunications installations, etc.

The competitions to be organized, the measures for material incentive, etc., must likewise be analyzed and shaped in such a manner that they will promote the development of the railroad trunk lines into exemplary railroad lines.

In the development of such a program for the reconstruction of our railroad trunk lines, it must under no circumstances be disregarded that an appropriate lead in the superstructure work for the electrification program of the German Reichsbahn must be achieved.

According to the long-range plans of the Baltic Sea Bezirk and especially of the overseas port of Rostock, which are spelled out in the Seven-Year Plan, work on the transportation line Rostock-Berlin must be carried out in the planned manner.

This example of the development of the railroad trunk lines also shows how necessary it is to take into account in every respect the complex interrelationships in carrying out the socialist reconstruction measures in the railroad system because even the failure to pay attention to apparently unimportant problems may greatly limit the total benefit which is supposed to be achieved by improving the transportation process.

4-- The Development of Centers of Traffic

Centers of traffic are true traffic complexes in the meaning of complex planning. (The term "centers of traffic" is used in the meaning of the explanation given by G. Geissler, doctor of engineering; cf. Deutsche Eisenbahntechnik [German Railroad Technology], Volume VII, 1959, no 10, page 489.) The development of the most important centers of traffic (in the expanded meaning of the word) of East Germany cannot be solved if one proceeds only from the point of view of the railroad. Almost every center of traffic is a crystallization point of all types of transportation. This starts with the individual and taxi traffic, continues through all short-distance means of transportation, and also has a wide effect on the railroad traffic in the traffic center.

The railroad traffic in the traffic center includes the railroad long-distance traffic beginning and ending in the traffic center as well as the short-distance and commuter traffic of the railroad. According to the connections and interrelationships between the individual types of transportation themselves, their transportation routes and the constructional development of the city in question, etc. there follows the complexity of the planning of the socialist reconstruction of the centers of traffic as well as its implementation, which is very complicated.

This task requires the development of very definite forms and methods of complex-territorial (horizontal) planning as well as of the central (vertical) planning of the railroad and of the entire transportation system. This is a field in which almost unknown new land is being opened up. The work achieved here in our republic since 1945 by science and practice are only quite modest

Under our socialist conditions of development, the ideas of Pirath and other bourgeois scientists (insofar as there are any at all) cannot be applied. The experiences of the Soviet Union are very little known or applied. This is entirely apart from the fact that we must perform research and development work on our own according to our conditions and long-range plans. It is not possible to treat in more detail here the connections and problems of this complex of questions.

The most important traffic centers in our republic are:

1. Berlin
2. Rostock
3. Magdeburg
4. Halle-Leipzig (double complex)
5. Dresden
6. Karl-Marx-Stadt

Each traffic center exercises two functions. For one thing, the function as a transloading point for freight or as a transfer point for passengers and also the internal function of the traffic center itself. The traffic centers receive their importance to reconstruction among other factors from the fact that the traffic demands on the network as well as for the vehicles are made by them. The actual traffic adventure (Verkehrserlebnis) of the population lies in the traffic center. From this context, the following conclusion must be drawn for reconstruction: The development of the traffic in the traffic centers has a very definite relationship to the development of the traffic network and the development of the vehicles. To develop these and all other details as well as connections in the long-range plan properly presupposes a thoroughgoing analysis of the traffic centers. To arrive at the necessary clarity in the decisive questions as soon as possible and in final analysis at a general traffic plan for the six traffic centers or cities cited, well coordinated team work among all types of transportation and the local organs is necessary.

The work team formed by the Ministry of Transportation has successfully started on the solution of this complex question for the traffic center Berlin. This extensive work is to be carried out in the following stages:

1-- Analysis of the basic features of Berlin's area economics with simultaneous orientation on the present traffic situation of the capital and comparisons with the world level in the leading foreign metropolises.

By dealing with this series of problems at the beginning of the work, a firm foundation for the further stages of the preparation of a general traffic plan for Berlin is to be created. Since traffic belongs to the main elements of life in a city, and in this manner simultaneously is part of the area economics and must adjust its development to the world level, it follows logically that the area economics, the present traffic situation, and the comparison with other metropolises must be dealt with as a unit at the beginning of the work.

2-- The analysis of the present condition and the evaluation of the development work so far performed in the individual traffic fields form the second work stage.

In this stage, the traffic situation is thoroughly analyzed in joint

coordination between the representatives of the central organs of the individual types of traffic and the appropriate traffic planners of the city of Berlin.

The vehicle park and its capacity, the line networks and their capacities, capacity load and traffic needs, traffic density, the determination of critical concentrations are only a few of the problems selected at random, which must be thoroughly examined in such an analysis. The third step logically follows from this second stage.

3-- Working out the problems, disproportions, and principles for the future division of labor and development of the individual means of transportation which result from the development of the areas.

After the present situation has been carefully investigated and evaluated by analytical comparison, as described under 2-- above, what matters now is to determine in which traffic areas, in which parts of the city and for which means of transportation there are disproportions, difficulties, etc. Their discovery must lead to the preparation of the necessary measures to eliminate the disproportions and difficulties. In this connection, an economically correct division of labor between the means of transportation will be the most important problem to be solved. The economic profile of traffic as part of Berlin's area economic profile, i.e. the city-planning factors are thus in a dialectical connection. This stage is followed by the fourth, very extensive, stage of work, as explained in items 1-3 above.

4-- Preparation of the economic profile for traffic in closest inter-relationship with the economic profile of the area up to 1965, with special consideration to the period of the ten-year plan from 1966-1975.

In this stage, broad research work comprising all fields is started. With the economic profile to be prepared, the general development of Berlin's traffic is to be indicated. It is supposed to become the basis for the detailed economic and creative plans. An extensive period of time will be required for this work. An extensive circle of collaborators working with good coordination must be gathered for the solution of this task. The entire work will be concluded by means of the fifth stage.

5-- Setting up the general traffic plan for Berlin.

The political, technical, economic, and organizational problems, which are included in each stage and which must be settled to arrive at a general traffic plan--giving a clear long-range development also to the railroad in the traffic center in question--are to be treated in a later publication. Here this example is only designed to help demonstrate the series of problems of the complex planning of the railroad and to provide inspiration for the preparation of the general traffic plans of the traffic centers.

In the six traffic centers mentioned above, things must now be organized so that all types of transportation will start dealing with these problems in their complexity together with the local organs. Good preliminary work has already been done in the traffic center of Leipzig where, for example, the following problems must be settled.

In order to funnel the heavy commuter and fair traffic through the city, there is the project of a tunnel connection between the Leipzig Main Railroad Station and the Bayrische Bahnhof (Bavarian Railroad Station). In connection with the city planning factors the question of the further development and

design of the Leipzig Main Railroad Station must be solved. The Question of the development of the marshaling yard in the Leipzig area must be settled.

The further development of the railroad freight ring around Leipzig, changes in the less-than-carload traffic, and many other traffic problems must be included in the general traffic plan for Leipzig. Illustration No. 3 indicates the close connection between the traffic lines of the railroad, water, street, and air traffic.

Of utmost importance in the reconstruction of the city traffic are the complicated tasks of complex planning, of building and expanding modern traffic routes together with the facilities belonging to them, as well as the partial necessity of a second level (Ebene), and the question which division of labor must take place among the types of traffic in the renewal and modernization of the cities. Only by a thoroughgoing scientific analysis of the metropolitan traffic phenomenon, the manifold economic, transportation and capacity advantages and disadvantages of known road layouts, means of transportation, and traffic structures compared with domestic and international experiences of traffic practice will lead to important solutions for the development of railroad traffic in the traffic centers.

5-- The Present Status of Development of Socialist Reconstruction

For the railroad, just as for the rest of the economy, the preparation of the Seven-Year Plan and of the socialist reconstruction brought about a clear perspective. Today many railroad workers know what their place of work, their railroad station, their line etc. will look like in 1965. Today the railroad workers have an idea how their qualification, their standard of living, their railroad as a whole, and their life will develop during the next few years. For many (even for leading functionaries) the lack of information about future plans was thus eliminated. The preparation of this socialist long-range plan entailed a comprehensive upsurge in the entire political and economic work of the German Reichsbahn. Peaks in this movement were the technical-economic conferences of the Reichsbahn directorates in May 1959 and the mass movement on the occasion of the tenth anniversary of the GDR. The slogan "Plan With Us, Work With Us, and Govern With Us!" was put into practice in many proposals and pledges, by means of analyses, investigations, and discussions. The main branches of the railroad became better consolidated on all levels and coordinated their work more efficiently than before for the purpose of transporting people and freight qualitatively better and more profitably. Every weakness which becomes apparent today, every shortcoming, is recognized not because our work is bad but because the level of our work has become better. The preparation of the long-range plan also entailed a further development of many railroad workers; they have attained a higher consciousness and their technical as well as moral qualities have reached a higher level than that of a year ago. The clearest manifestation for this development are 5,700 brigades fighting for the title of "Brigade of Socialist Work" and 2,200 socialist work teams.

However, the current status of development also shows some weaknesses, to the elimination of which all attention, the strength, the diligence as well as the resourcefulness of the railroad workers, in firm collaboration with the intelligentsia, must be directed. What matters most now is organization of the execution, of the exact implementation of the measures laid down in the recon-

struction plans, in agreements among offices, in Bezirk agreements and in the enterprise plans for 1960 (Plan 22, Plan of Technical-Organizational Measures /TOM/).

To achieve this end, very exact management, control, and also very thorough research are necessary. Each reconstruction plan is nothing but a scrap of paper unless a systematic fight is carried on daily for its fulfillment in the face of many objective and subjective difficulties. In our highly industrialized country, with high dependence on imports and exports, railroad transportation depends on many factors. Therefore, socialist reconstruction of the railroad demands firm implementation on principle, together with a maximum of elasticity.

6-- The Importance of Proving the Benefit of Reconstruction Measures

The reconstruction documents now completed, according to the decision of the State Planning Commission, give considerably more information than was the case half a year ago. In spite of that, the problem is a long way from its solution. It will be possible to solve it only together with the socialist work teams and the brigades of socialist work as well as with the newly created organs for research and development on the transportation system and other scientific institutions. The fulfillment of the economic main task demands of all persons active in and for the GDR railroad system that they accelerate the research and development work. The proof of the effective benefit determines each further step, codetermines the useful effect of each further expenditure and exertion. The less-than-carload centralized traffic, for example, has been introduced in 14 centers. For 1960 it is planned to develop this type of traffic to the point where it will become effective in 60 centers (by 1965, 190 centers, which later on will be reduced to 120). This entails a multiplicity of construction, technical, organizational, and manpower measures and is connected with great financial and material expenditures.

Such a reconstruction measure cannot be carried out without a determination of its benefit. In doing that, it is not of decisive importance whether the benefit can be exactly proven in terms of money. In view of the peculiarities of transportation, this is not always possible. The benefit or success of a measure can also be expressed by other data. These data for the reconstruction measures in question must be included in the reconstruction plans.

However, it is important that the information can be checked. It does not help anyone and is harmful to reconstruction if information is supplied which cannot be checked. It is probable that no advantage can be expected from such a reconstruction measure.

The implementation of socialist reconstruction must be carried out in such a manner that everyone acts according to the slogan: "Plan, construct, produce, and transport with the lowest expenditure and the highest benefit."

7-- The Tasks of the Responsible Manager

Through the preparation of the Seven-Year Plan and of the socialist reconstruction, in which many thousands of railroad workers participated, we have taken a great step forward in the development of the railroad. With the 1960 plan year, we have entered a decisive stage of the prepared long-range plan. This requires exact work in all fields. This necessitates the organization of effective management and control. Planning and management of work must be properly linked. With the reconstruction plans, a new quality has developed

in planning because through these plans it is demonstrated for the first time how and by which measures the Seven-Year Plan is being fulfilled. In this manner, good possibilities for successful economic management have been created for the railroad. The ability to exercise this management is, however, frequently slight. In the seminar of the responsible functionaries of the entire GDR transportation system on 17 and 18 November 1959, it was brought out that the solution of the tasks will not be possible without further improvement of the working style of the state and economic functionaries according to socialist principles. Repeatedly it was stated that building of socialism means education of man. Therefore, the improvement of the management activity requires in the first place education of the railroad workers, work with each railroad worker, cadre work. In the socialist economy it is assumed as a matter of course that each manager possesses a high all-around technical knowledge and a firm ideology linked with the working class.

Political-ideological clarity of each manager is the principal prerequisite for his being able to manage this most difficult task in the building and organization of socialism, the socialist reconstruction.

In view of its magnitude, its extent, and its complicated nature, the task facing us can be solved only if a change takes place on a broad basis simultaneously in all places. This was the purpose of the seminar of the Political Administration of the German Reichsbahn as well as of that of the Ministry of Transportation in Ilsenburg.

Each manager must be capable of managing the collective in a socialist manner. What does that mean? In the first place, he must support and promote with all his strength socialist team work, the life and the work of the socialist working groups and of the socialist work brigades. The new socialist working style demands that each manager discusses all questions with the people, educates and persuades them in the socialist spirit, transmits his (technical and political) knowledge to them, and learns from them. To manage in the socialist manner means to educate in the socialist manner.

It is not his position which makes the manager capable of guiding the railroad workers in the struggle for implementing socialist reconstruction but his attitude toward the socialist development. His dialectical thinking and action make him capable, for example as brigade head, to create big things on a small scale. From the nature of our production condition, there results a system of management according to which each manager, through his performance and his socialist behavior, must be supported by the opinion and the confidence of his collaborators.

Closely connected with this fact is that to manage in the socialist manner also signifies to work among the railroad workers. The four-brigade system, the production consultations, the plan discussions, the accounting in connection with the collective labor contract, and many other methods afford good opportunities /to put this axiom into effect/. However, these opportunities are frequently not yet correctly utilized by the managers as living expression of our socialist life.

To manage in the socialist manner also means to change. Not what a manager has initiated, organized, or instituted is of primary importance, but what he has changed, what he has effectively achieved. The Seventh Planum of

the SED Central Committee has listed six touchstones of good work results in order to overcome the one-sided orientation toward quantity and to estimate the work results of the state and economic organs no longer in a general manner according to plan fulfillment but more exactly.

For the railroad, the six touchstones could perhaps be formulated as follows:

- 1--- Have the state plan positions been fulfilled?
- 2--- Have the capacities fixed in the plan been put into operation in accordance with the target date?
- 3--- Have the scientific-technical tasks been fulfilled?
- 4--- Have the technical-economic target figures been met?
- 5--- Have the smallest possible expenses been used?
- 6--- Has the authority of our republic been strengthened?

From these demands it can easily be deduced that to manage in a socialist manner means to act according to scientific findings. What matters is the application of these scientific findings especially in the complicated measures of the main roads of socialist reconstruction.

In accordance with the political, economic, and technical conditions and according to the requirements of the economic laws of socialism managing the work of the railroad, organizing transportation, places high demands on the manager. Each manager must be acquainted with the highest scientific-technical level and he must also be able to achieve the maximum with the available things.

Not all managers are as yet meeting this demand. Of strong assistance in this respect will be in the near future the institutes and organs which have come into being with the improvement of the work organization in research and development work in the transportation system.

This incomplete list of suggestions shows that every manager must possess great driving force, must at all times be a model in his work and in his personal life, and must be able to utilize and evaluate the persons of his collective.

These remarks on the tasks of the manager in connection with complex planning of socialist construction were considered necessary because just as socialist planning is not an administrative act, the implementation of socialist reconstruction in the railroad system is not a mechanical or one-sidedly technical process separate from the process of the socialist revolution. Both, complex planning and implementation of the socialist reconstruction, are processes which can take place as constantly living processes in a scientifically exact manner only if the socialist principles of planning and management are being applied by the managers in each phase.

Summary

The complexity of socialist reconstruction in the railroad system is being demonstrated with the aid of the complex socialist work team of the working people of the chemical enterprises and of the railroad workers of Bitterfeld.

Complex planning of the reconstruction measures in the East German railroad system is explained by the example of the development of the types of traction, of the transportation of oil, of the development of railroad trunk lines, and of the development of traffic centers. The article also deals critically with the current state of development of socialist reconstruction, as well as with the importance of the proof of the benefit of reconstruction

measures.

The article concludes with an estimate of the condition achieved in planning work, from which the tasks of the responsible managers for the implementation of the principles of socialist management activity in the achievement of socialist reconstruction are worked out.

ILLUSTRATION APPENDIX

From Albania by Ship From the Soviet Union by Ship

Rostock

People's Republic of Poland

Berlin

Oil pipeline Warsaw

GDR

From the Soviet Union by Railroad

Prague

From the
Soviet Union
By Railroad

Oil pipeline

Czechoslovakia

Austria

From Austria by Railroad

Illustration 1. Transportation Relations of Oil

Illustration 2. Railroad Trunk Lines and Traffic Centers
in the GDR

Autobahn High-Speed Road Planned High-Speed Road
Railroad Stations Railroad Planned Railroad

Illustration 3. Leipzig: Traffic Plan

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END